

It Takes a Team

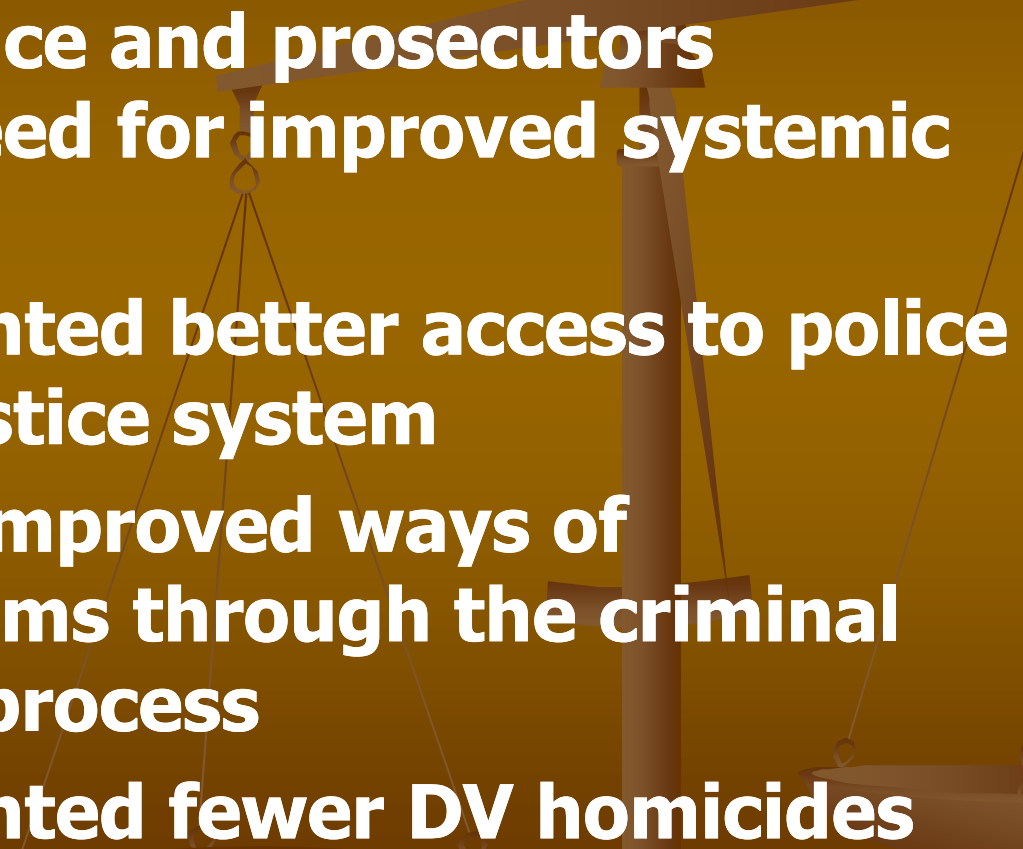


What is a Coordinated Response

- ◆ **An approach that government agencies, community-based agencies and professionals use to effect reform to increase victim safety and offender accountability.**



Why Coordinated Response ?

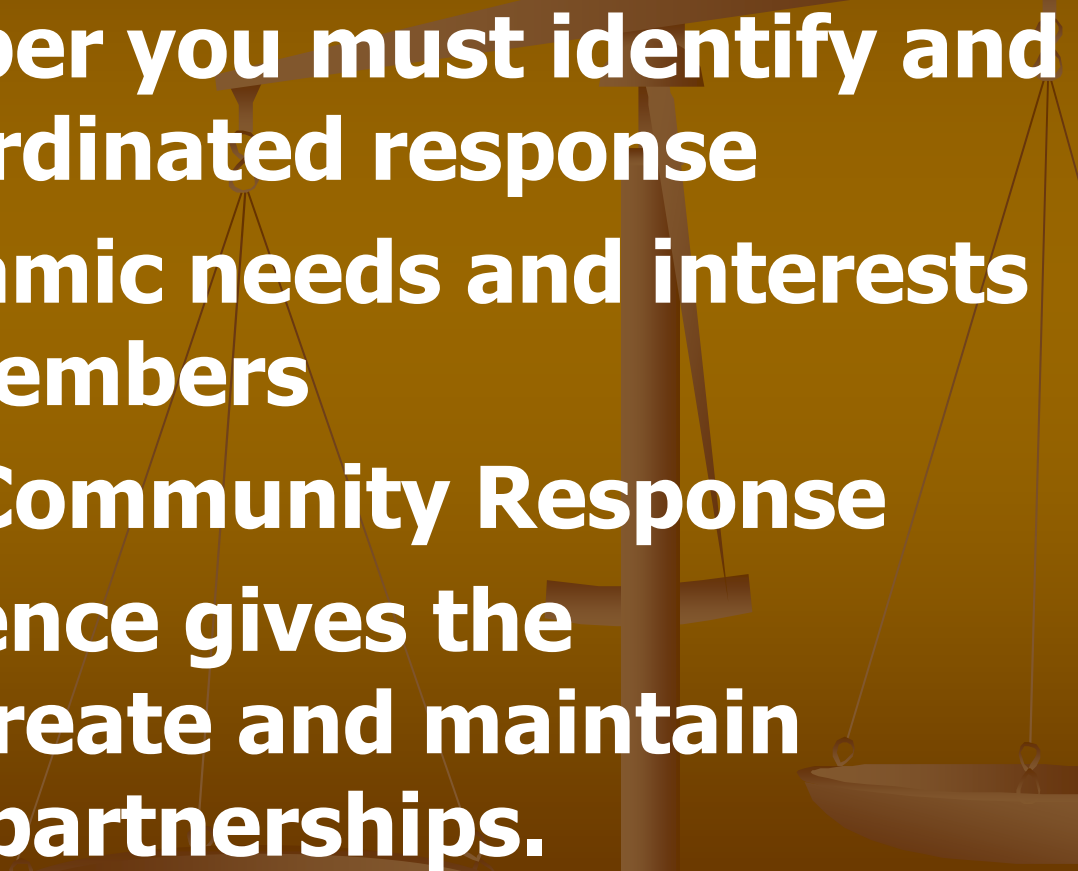
- Community police and prosecutors recognized a need for improved systemic interventions
 - Community wanted better access to police and criminal justice system
 - Police wanted improved ways of supporting victims through the criminal justice system process
 - Community wanted fewer DV homicides
- 

System failures

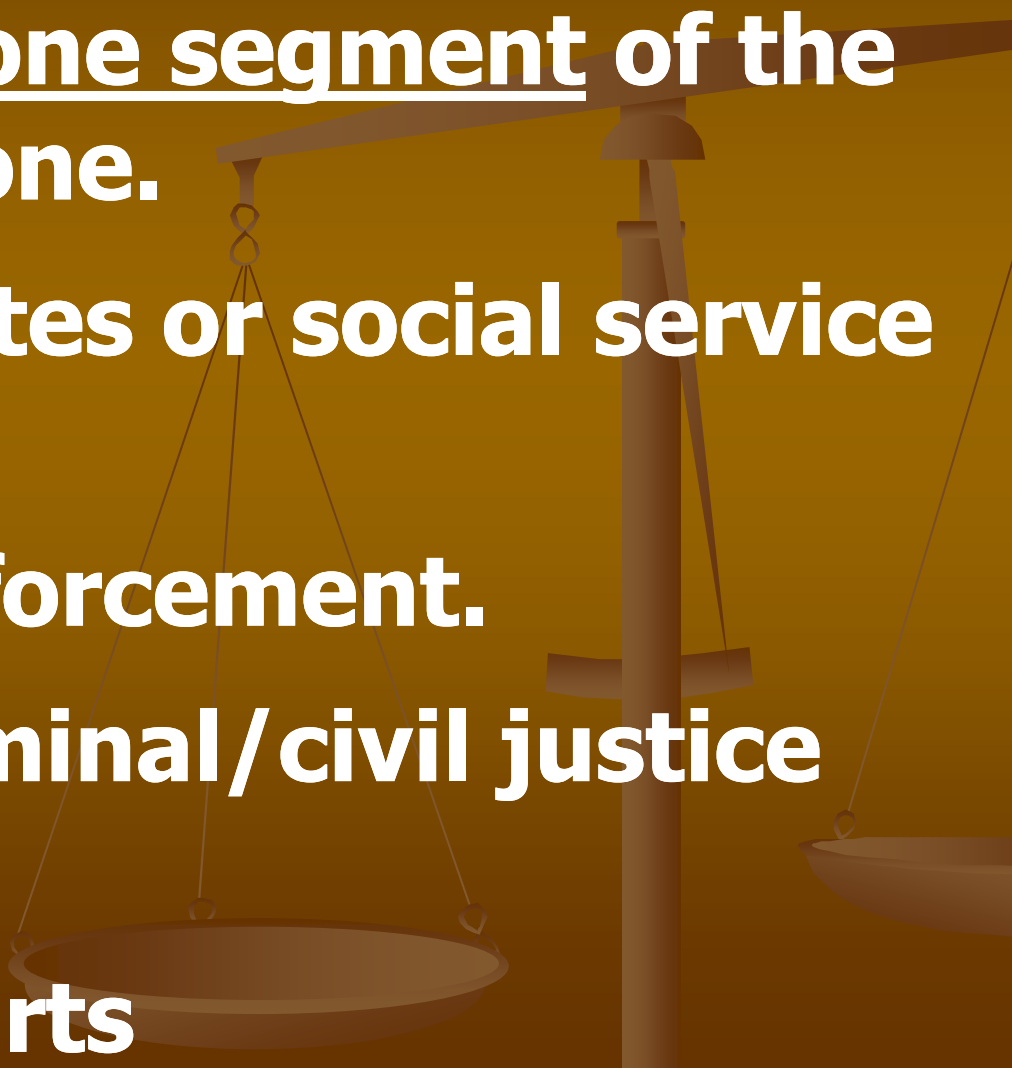
- **“System failures are often based upon a solid foundation of non constructive, debate that remains focused upon casting blame.”**



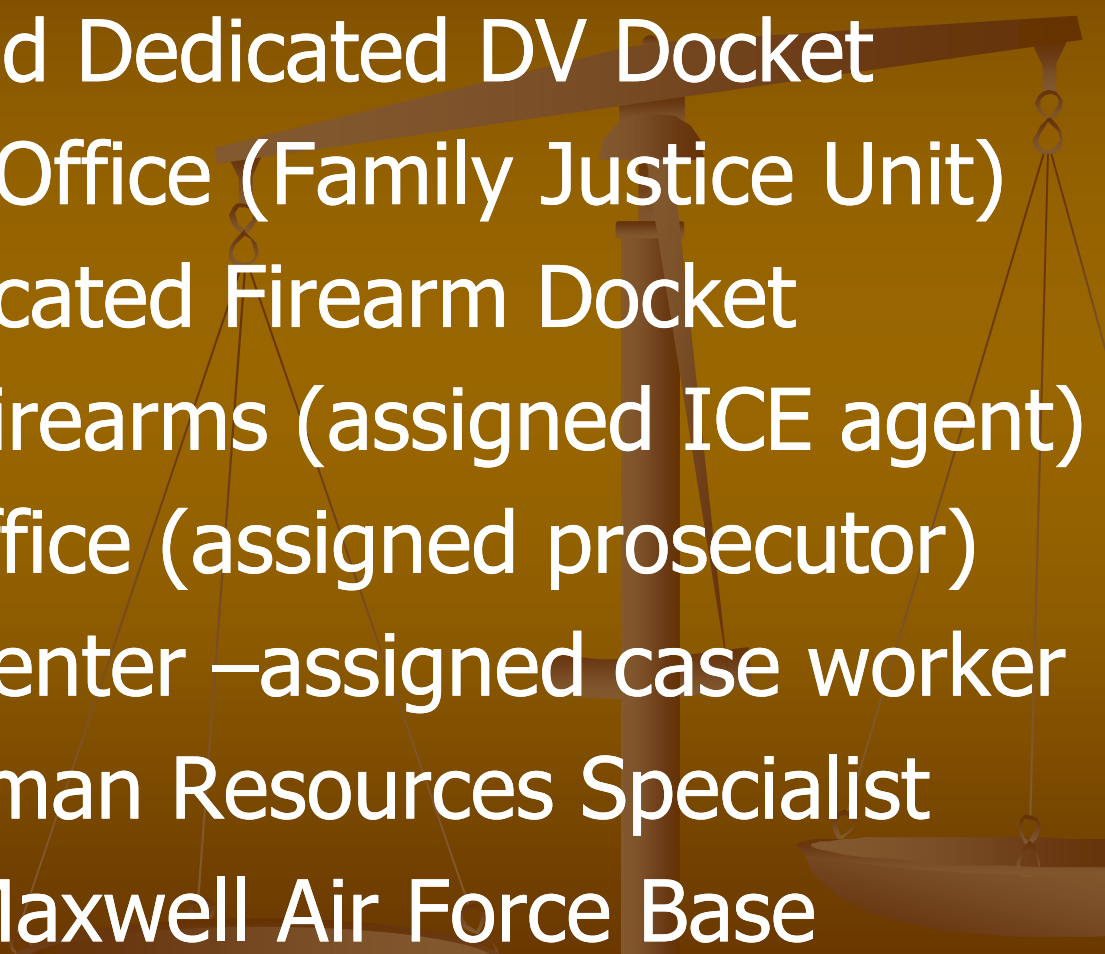
Coordinated Community Response Teams

- **As a team member you must identify and validate the coordinated response**
 - **discuss the dynamic needs and interests of other team members**
 - **A Coordinated Community Response to domestic violence gives the opportunity to create and maintain strong working partnerships.**
- 

Recognition by the Community

- ◆ That violence cannot be reduced or prevented by one segment of the community alone.
 - ◆ *Not* by advocates or social service programs
 - ◆ *Not* by law enforcement.
 - ◆ *Not* by the criminal/civil justice system.
 - ◆ Not by the courts
- 

Montgomery Domestic Violence Task Force Coordinated Community Response Team

- Montgomery Police Department
 - Municipal Court and Dedicated DV Docket
 - District Attorney's Office (Family Justice Unit)
 - District Court Dedicated Firearm Docket
 - Alcohol Tobacco/Firearms (assigned ICE agent)
 - U. S. Attorney's Office (assigned prosecutor)
 - Family Sunshine Center –assigned case worker
 - Department of Human Resources Specialist
 - Family Advocacy Maxwell Air Force Base
- 



COLLABORATION



Driving Force Behind Our Task Force

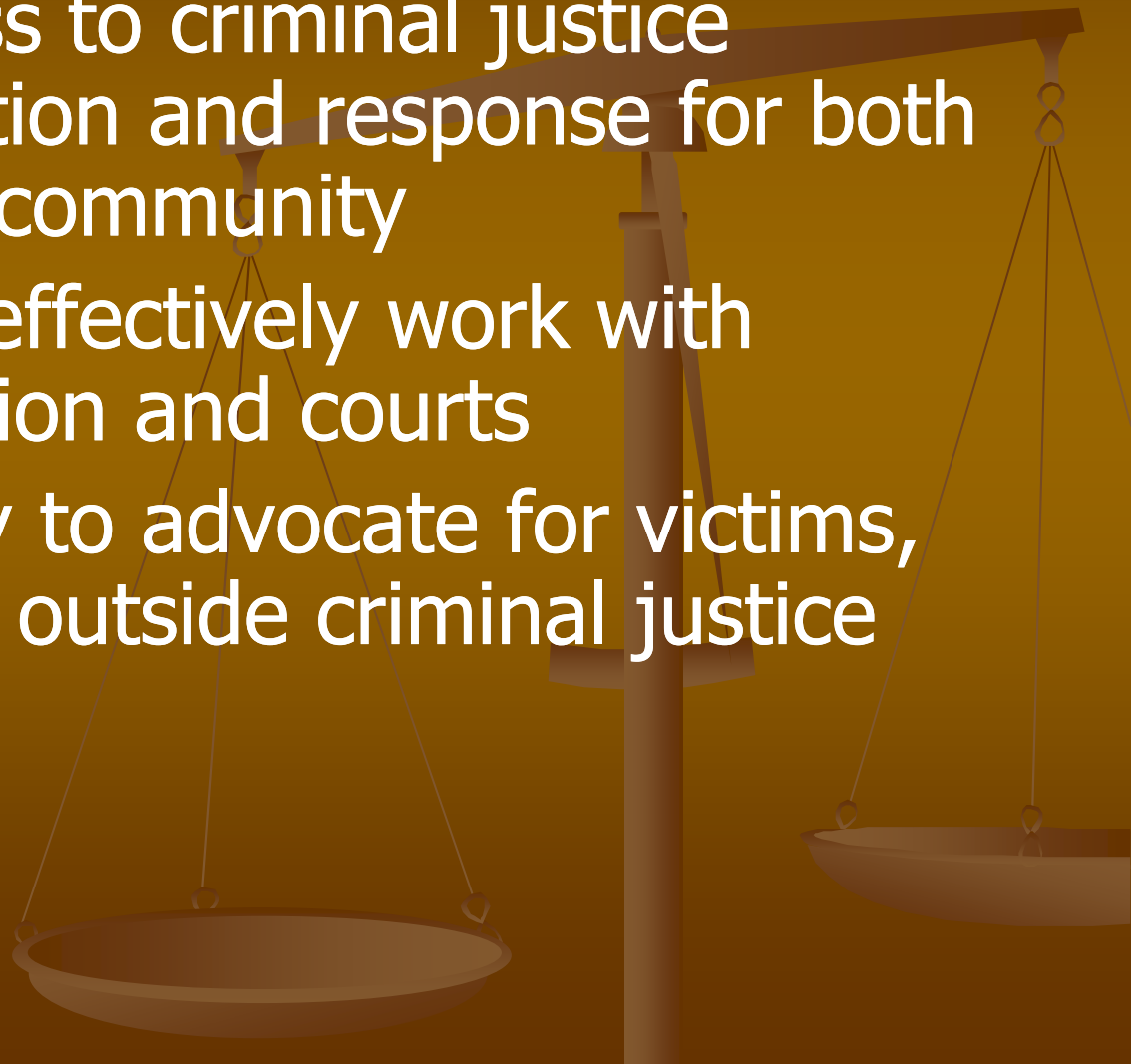
Relationships are very intertwined with open communications designed to problem-solve and create.

Resources are avidly shared and sought jointly. Responsibilities and roles in the effort are clear and with leadership.



Benefits for Counselors

- Increased access to criminal justice system information and response for both counselors and community
- Ability to more effectively work with police, prosecution and courts
- Improved ability to advocate for victims, both within and outside criminal justice system



Traditional Team Members


- **Law Enforcement**
- **Victim Advocates**
- **Service Providers for Children**
- **District Attorney's**
- **Legal Service Attorney's**
- **Judges**
- **Service Providers for Abusers**
- **Probation and Parole Officers**

What about others >



Identify Partners for **Collaboration**

Nontraditional

- 
- 1 _____
 -
 - 2 _____
 -
 - 3 _____
 -
 - 4 _____
 -
 - 5 _____

Partners for **Collaboration**

Nontraditional

- Beauticians
- Clergy
- Pest Control Companies
- Apartment Complex Managers
- Locksmith
- Dentist
- Victims



Over 50 Team Members Traditional and Nontraditional

Montgomery County Domestic Violence Task Force Roster

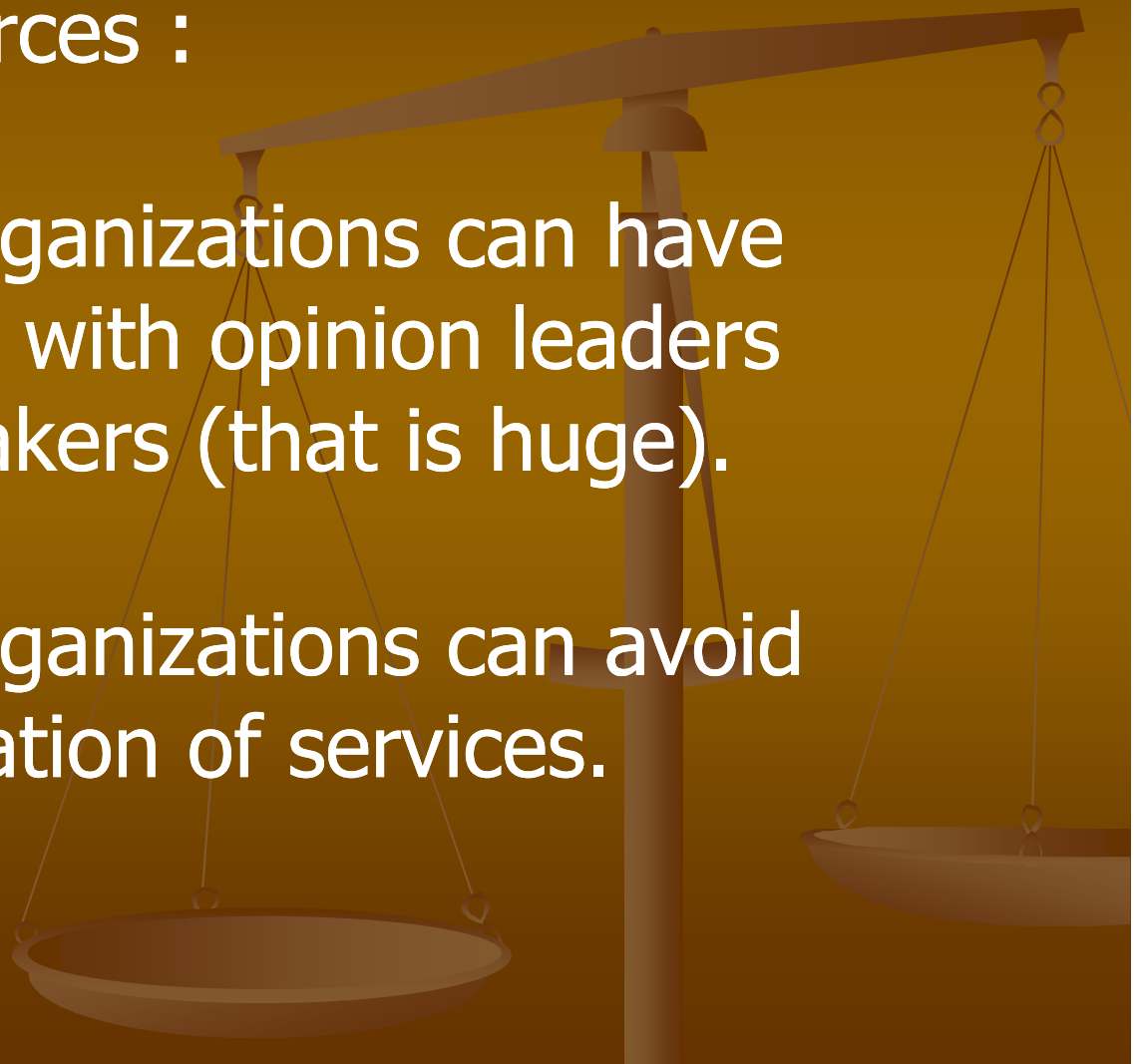
Attend?	Title	Position	FName	LName	Agency	Address1	Address2	City/State/Zip	Tel.	Fax
	Mr.	Special Agent	Joseph	Russell	U.S. Treasury Department Bureau of Alcohol, Tobacco & Firearms	One Commerce Street	Suite 604	Montgomery, AL 36104		
	Dr.		Nancy	Sack	Clinical Psychologist	303 Interstate Park Dr.		Montgomery, AL 36109	270-9000	270-9757
	Lt.		W.T.	Scott	Montgomery County Sheriff's Dept.	P.O. Box 4219		Montgomery, AL 36103-4219		
	Ms.	Assistant Court Advocate	Cashana	Seals	Family Sunshine Center	P.O. Box 5160		Montgomery, AL 36103-5160	206-2100	206-2111
	Lt.		Steve	Searcy	Montgomery Police Dept.	Detective Division	P.O. Box 159	Montgomery, AL 36101-0159	241-2651	
	Mrs.	Executive Director	Karen	Sellers	Family Sunshine Center	P.O. Box 5160		Montgomery, AL 36103-5160	206-2100	206-2111
	Ms.		Miriam	Shehan	VOCAL	P. O. Box 4449		Montgomery, AL 36103-4449		
	Ms.		Marion	Shinbaum	National Council of Jewish Women	3052 Sutton Drive		Montgomery, AL 36111	284-4505	
	Mr.		James	Smith	Legal Services Corporation	600 Bell Building	207 Montgomery St.	Montgomery, AL 36104	832-4570	
	Mr.		Ron	Smith	Montgomery Public Schools	Security & Safety Dept.	P.O. Box 1991	Montgomery, AL 36102-1991		
	Mr.		Henry	Stough	Montgomery Area Mental Health Assoc.	Executive Director	101 Coliseum Blvd.	Montgomery, AL 36109	279-7830	
	Mr.		Charles	Stroud	State Dept. of Pardon and Parole	251 So. Lawrence St.	Room 101	Montgomery, AL 36109	242-2682	
	Ms.	Shelter Coordinator	Brenda	Sutterfield	Family Sunshine Center	P. O. Box 5160		Montgomery, AL 36103-5160	206-2100	206-2111
	Ms.	Manager	Natalie	Taylor	Family Advocacy Outreach	42 MDOS / SGOMH	330 Kirk Patrick East	Maxwell AFB, AL 36112		
	Mr.		Julio	Tescia	Lighthouse Counseling Center	1415 East South Blvd.		Montgomery, AL 36116		
	Mr.		Wiley	Thomas	Montgomery Housing Authority	2010 Bell Street		Montgomery, AL 36102		
	Mr.		Angelo	Trimble	ACADV	815 Bell Building	207 Montgomery St.	Montgomery, AL 3610		
	Cpt.	Captain	Melvin	Turner	Montgomery County Sheriff's Dept.	P. O. Box 4219		Montgomery, AL 36103-4219	832-4980	832-2500
	Mr.		Gerald	White	Chemical Addictions Program	P. O. Box 9269		Montgomery, AL 36108-9269		

WHAT BENEFITS DOES **COLLABORATION** OFFER ?

- Combine Resources :

Collaborating organizations can have greater visibility with opinion leaders and decision makers (that is huge).

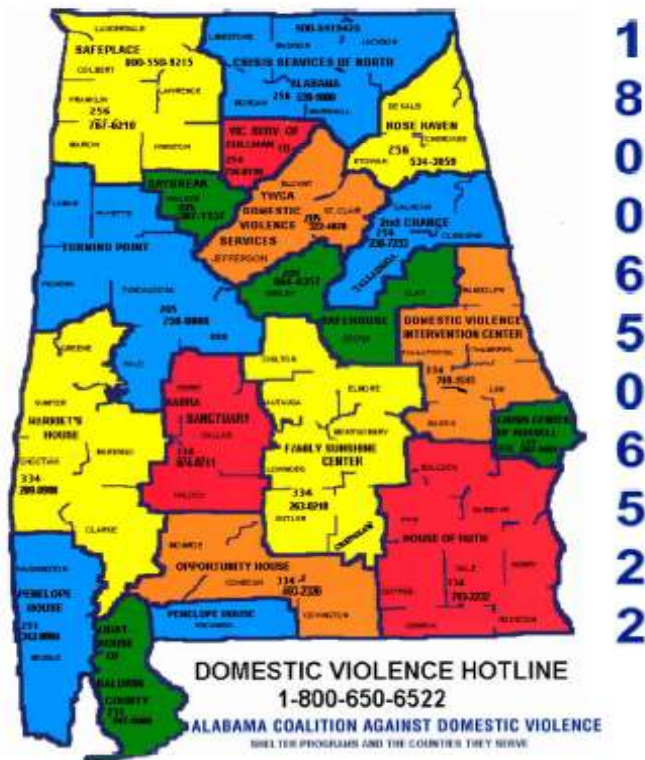
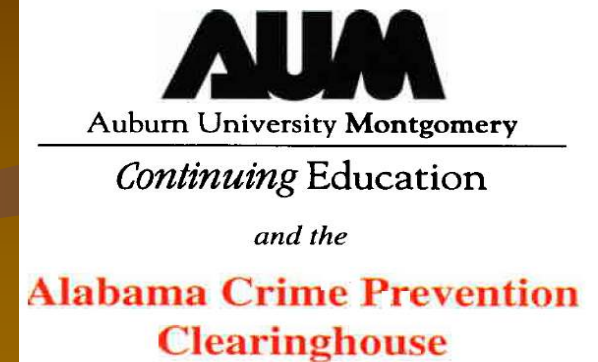
Collaborating organizations can avoid needless duplication of services.



Develop Your Team with Community Partners

■ Public Stakeholders

Alabama Coalition Against Domestic Violence

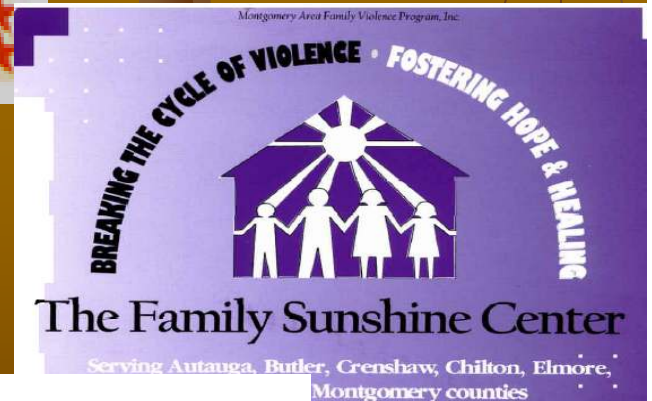


Alabama Coalition Against Domestic Violence, P. O. Box 4762, Montgomery, AL 36101, (334) 832-4842

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Jones Law School




Guiding Principals of Team Response

- Ensure safety of client/victim
- Build relationship with victim
- Provide timely, accurate criminal justice system information
- Non-judgmental, affirming emotional and practical support
- Support victim's capacity for decision-making
- Confidentiality




>>>>>

>>Guiding Principles>>

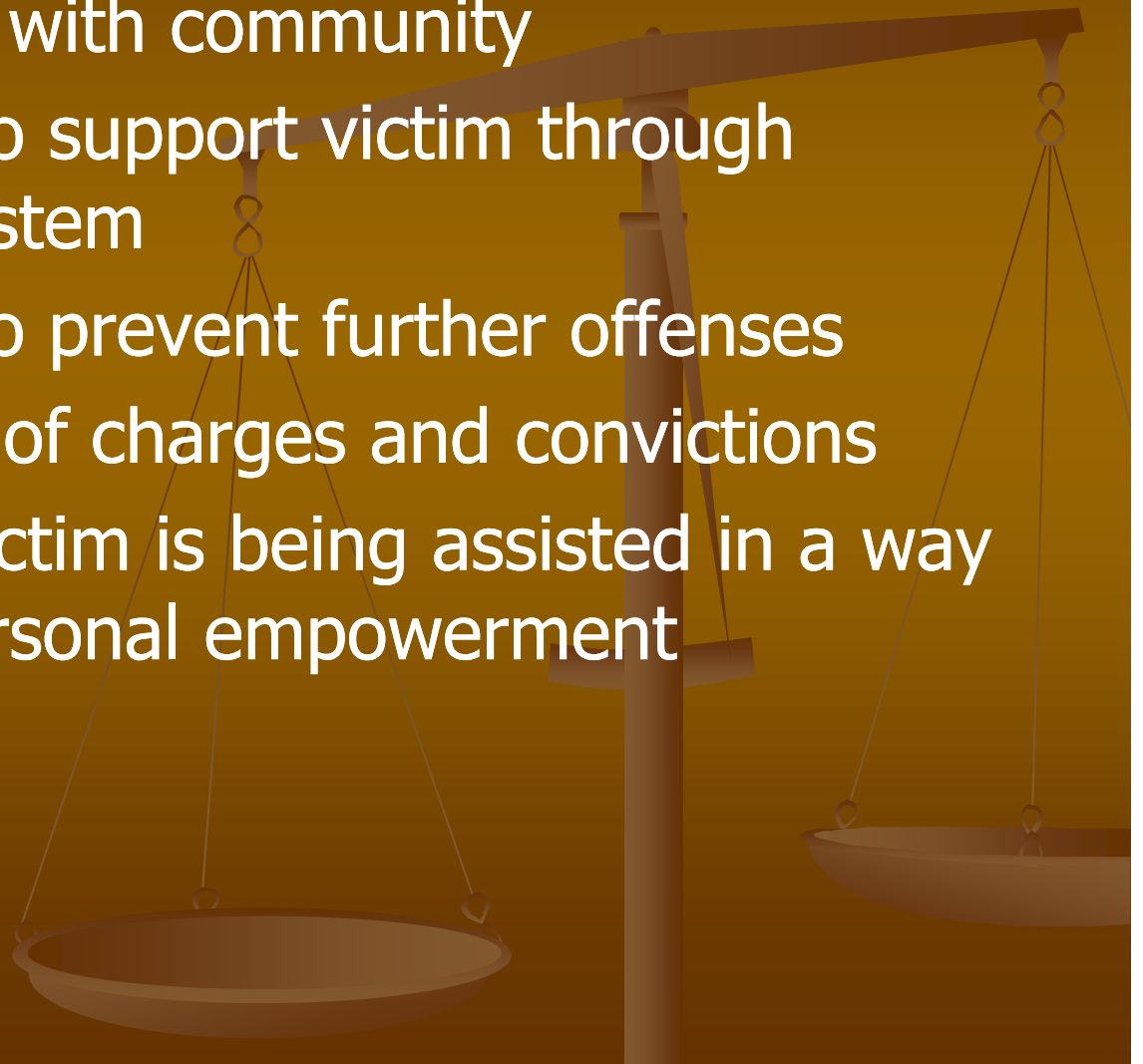
- **We need to acknowledge and accept the needs and interests of all stake holders**
 - **Team members must work together to provide a Coordinated Community Response**
 - **We all work together to create a safety blanket for the victim**
- 

>> Guiding Principles

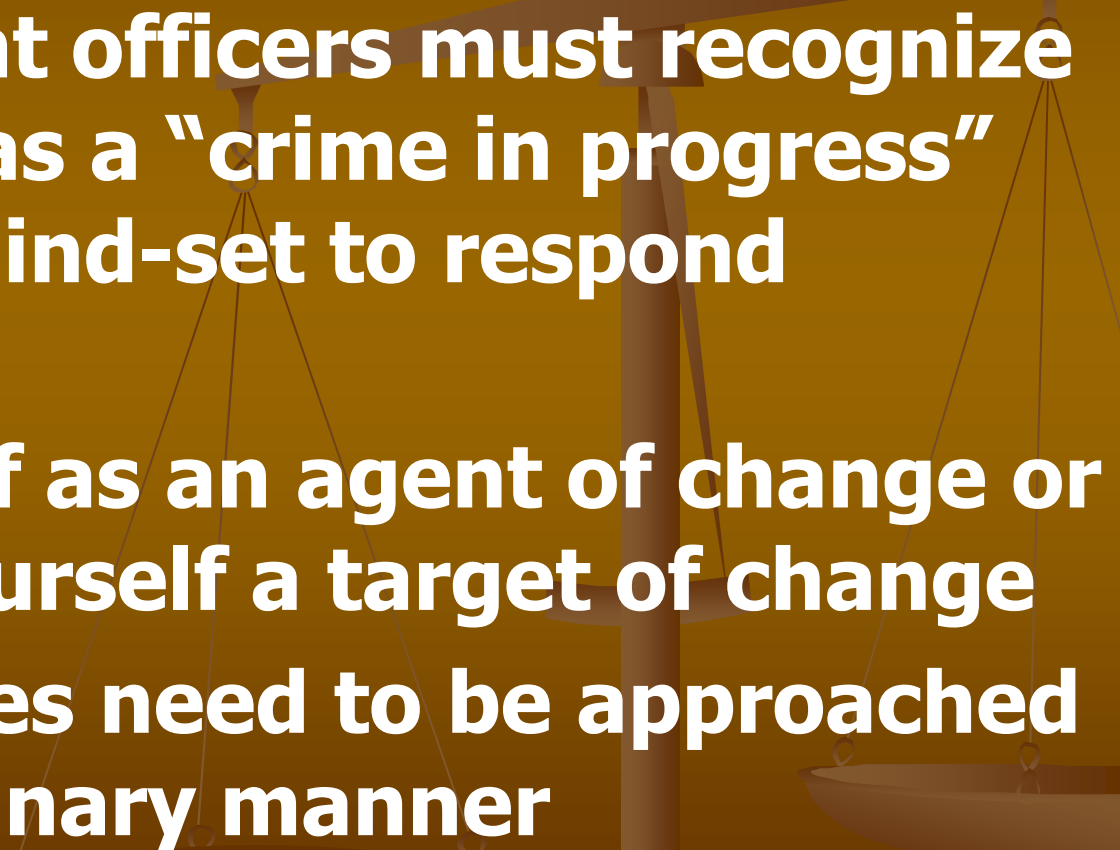
- We have discovered that the “just do it” philosophy of mandatory arrest only held the attention of law enforcement officers for a short period of time
 - Domestic violence is a **community** problem....
 - not exclusively a police or prosecution problem
- 

Benefits for Police of Collaboration

- Greater credibility with community
- Improved ability to support victim through criminal justice system
- Improved ability to prevent further offenses
- Greater likelihood of charges and convictions
- Knowledge that victim is being assisted in a way that builds her personal empowerment

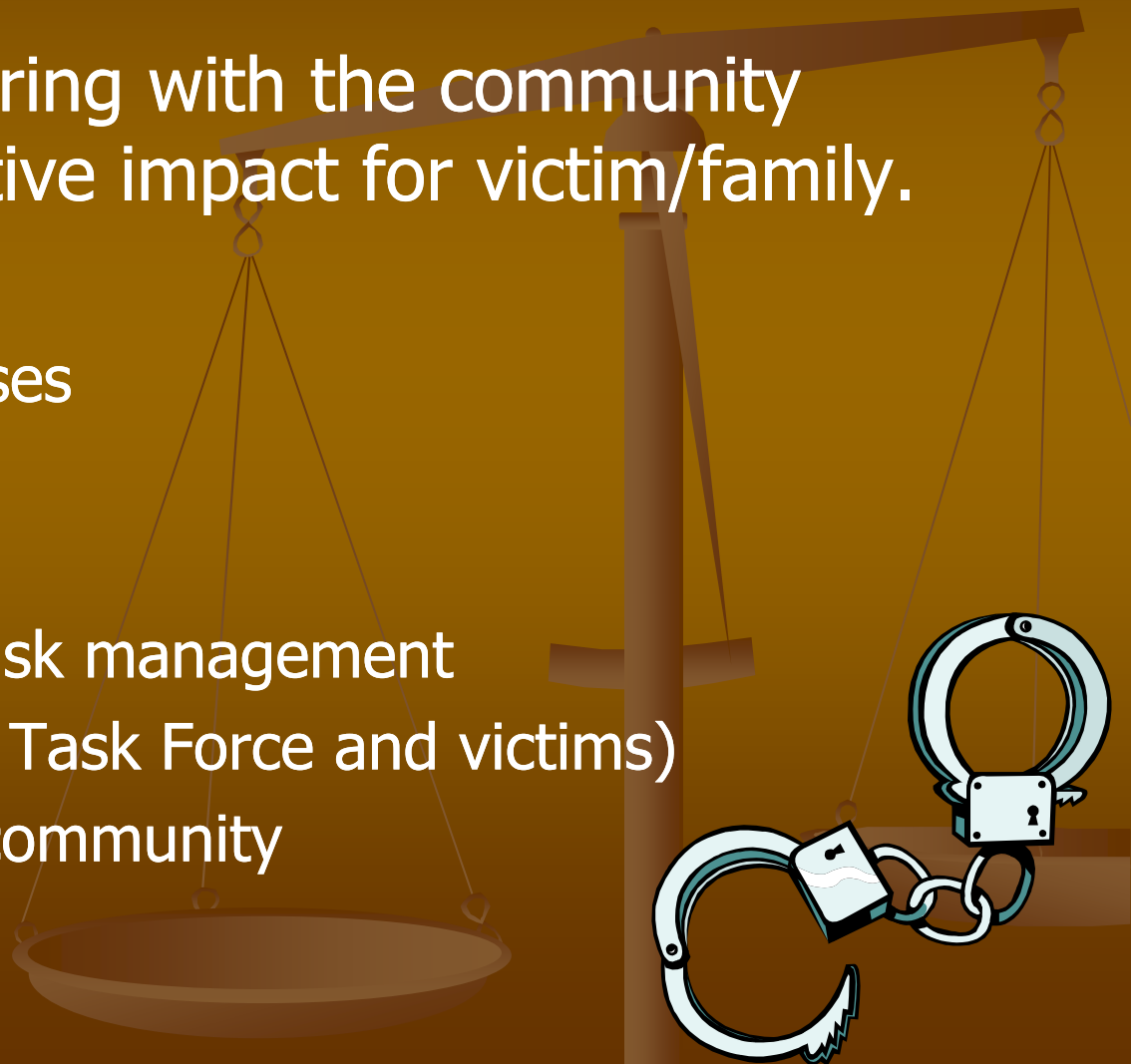


Guiding Principles for Law Enforcement

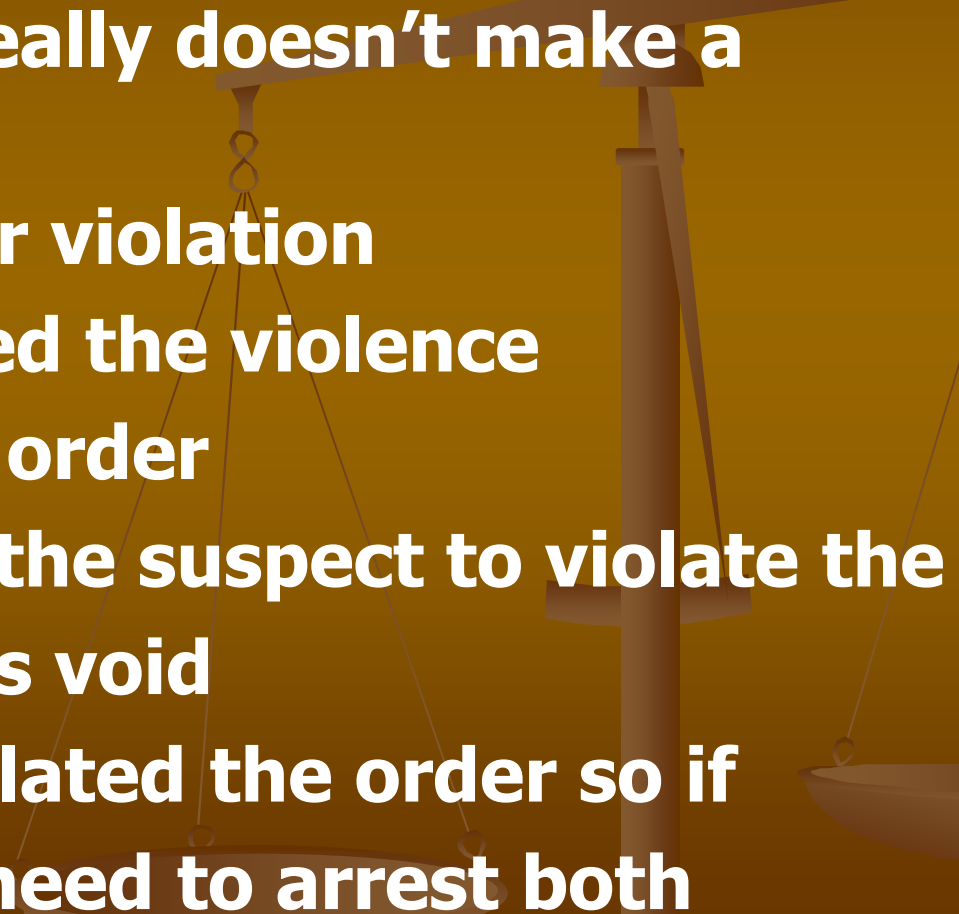
- **Law enforcement officers must recognize family violence as a “crime in progress” and develop a mind-set to respond accordingly**
 - **Think of yourself as an agent of change or you may find yourself a target of change**
 - **Problematic cases need to be approached in a multidisciplinary manner**
- 

Considerations

- Resource allocation.
- Partnerships: Partnering with the community ensures greater positive impact for victim/family.
- Role:
 - Prevent further offenses
 - Protection
 - Recidivism rate
 - Threat Assessment/Risk management
 - Communication (with Task Force and victims)
 - Positive impact with community

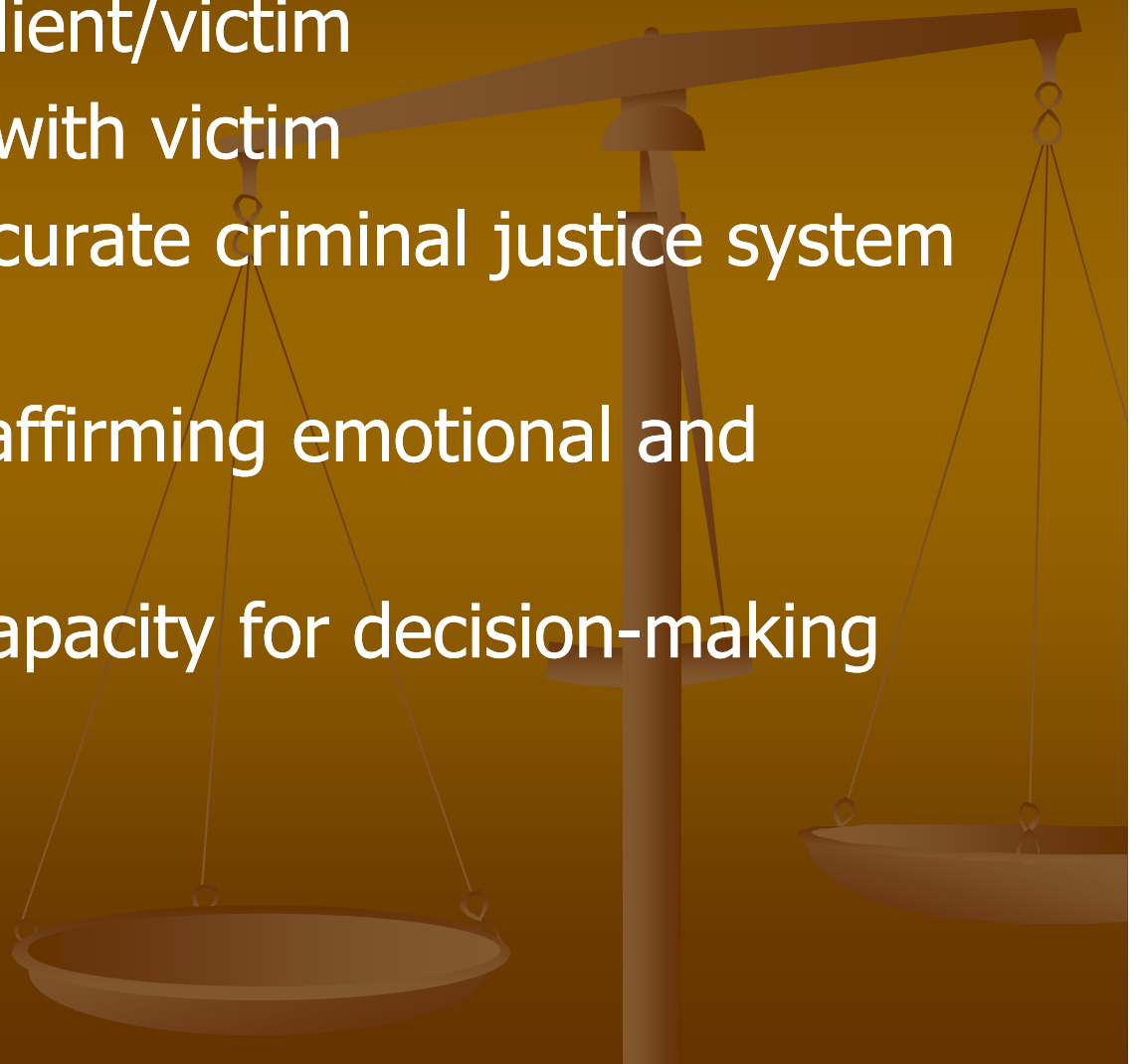


Overcoming Mind-Sets

- **What I do or say really doesn't make a difference**
 - **It was only a minor violation**
 - **The victim provoked the violence or violation of the order**
 - **The victim invited the suspect to violate the order so the order is void**
 - **The victim also violated the order so if I arrest one I will need to arrest both**
- 

Goals of a Coordinated Response

- Ensure safety of client/victim
- Build relationship with victim
- Provide timely, accurate criminal justice system information
- Non-judgmental, affirming emotional and practical support
- Support victim's capacity for decision-making
- Confidentiality



Community Task Force assisted in developing the Homicide Prevention Unit

Montgomery Police Department Domestic Violence Bureau

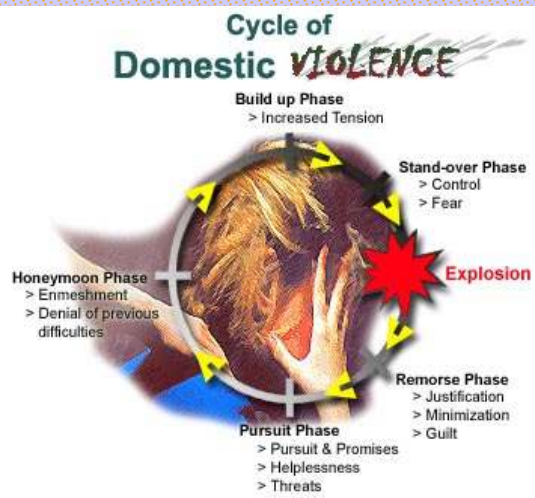
A stylized illustration of a balance scale, symbolizing justice or law enforcement. The scale is positioned on the right side of the slide, with its beam extending horizontally across the upper right portion of the image. Two pans are suspended from the beam by thin lines. The background is a solid dark brown color.

Domestic Violence Investigators don't focus on

Why victim's go back ?

assault

Trial



- Lack of information
 - threats
 - breaches
- promises to change
 - family pressure
 - financial worries
 - kids miss dad
- woman misses relationship
 - lack of resources
 - fear about court



Evidence Based Arrest

Evidence Based Prosecution

Remember: No victim, no conviction

The Domestic Violence Unit Case Management System

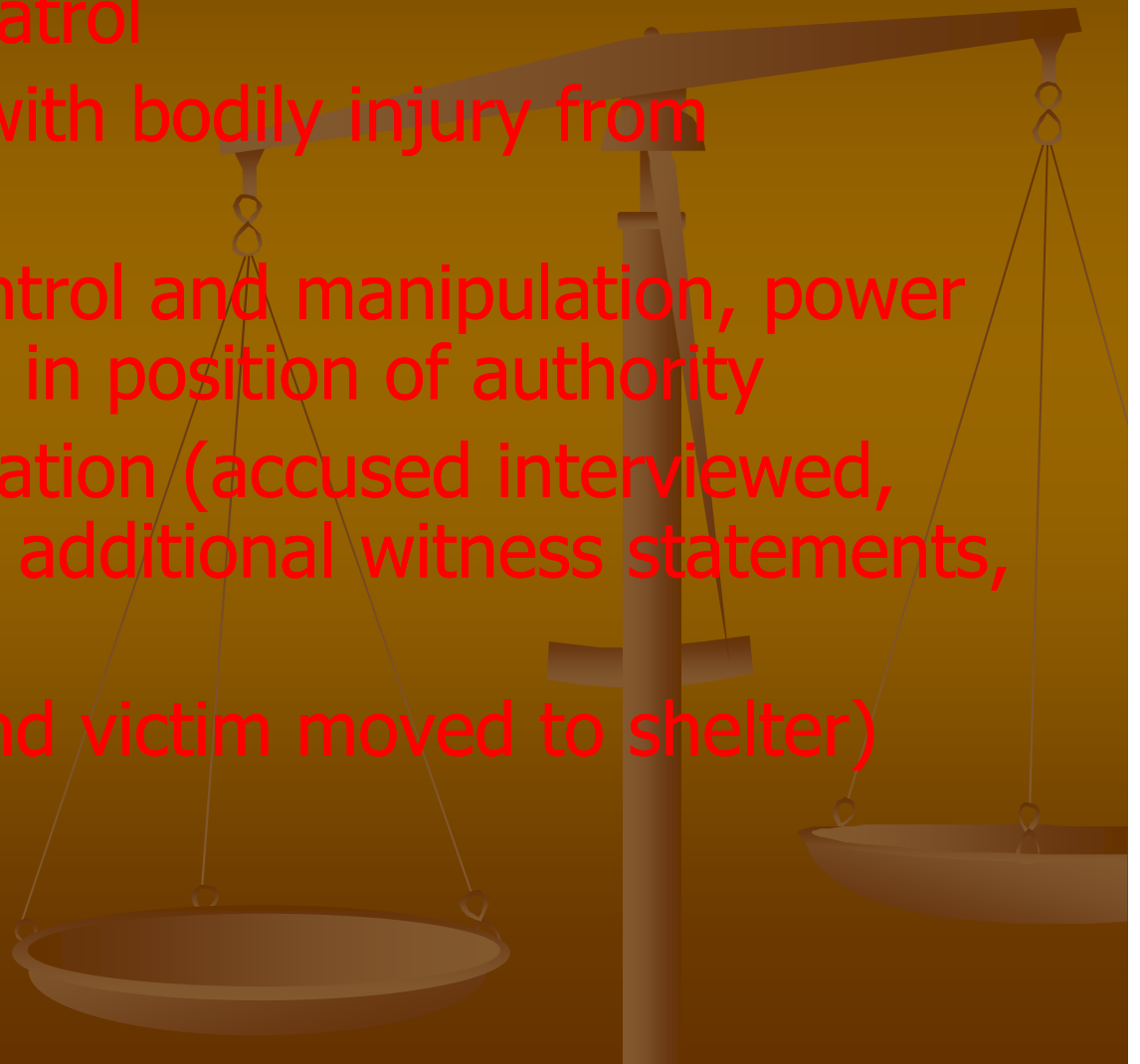
- We do intensive investigative follow-up on selected cases
- We work on high-risk DV cases



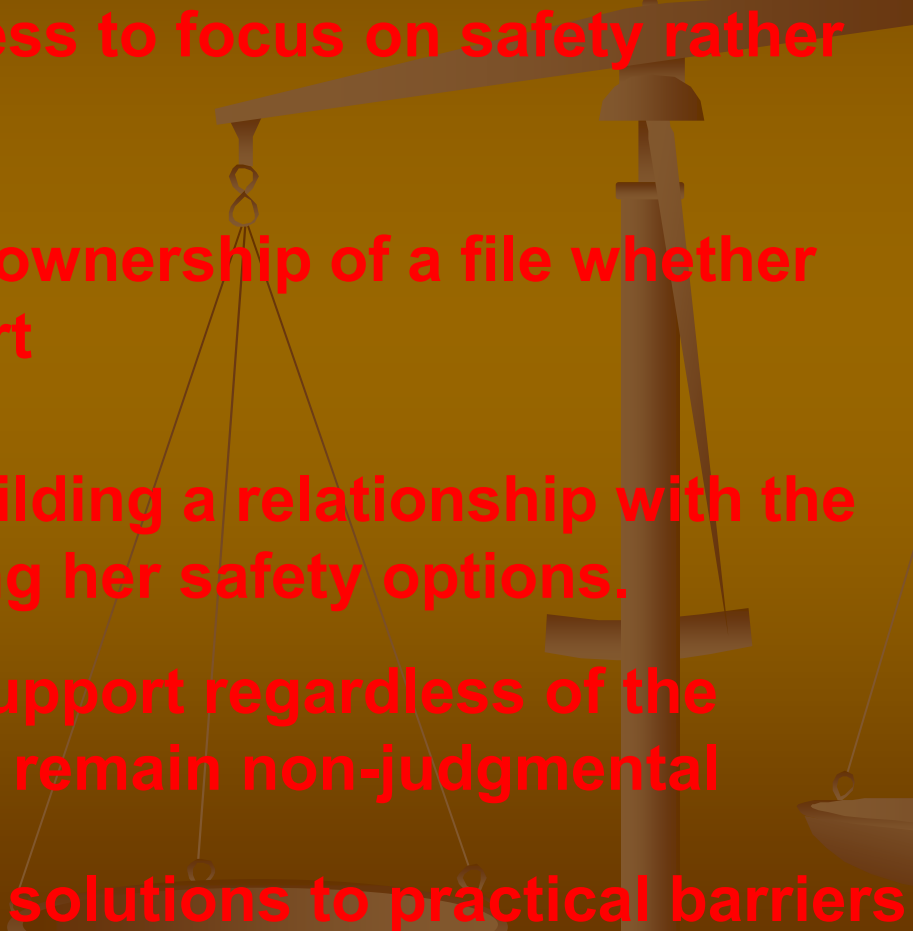
- Our case selection criteria is based on:
 - level of violence
 - injuries
 - strangulation
 - weapons
 - high-risk offender
 - degree of victimization of victim
 - problematic police response in the past
 - need for both counsellor and police officer to work together

Scenario

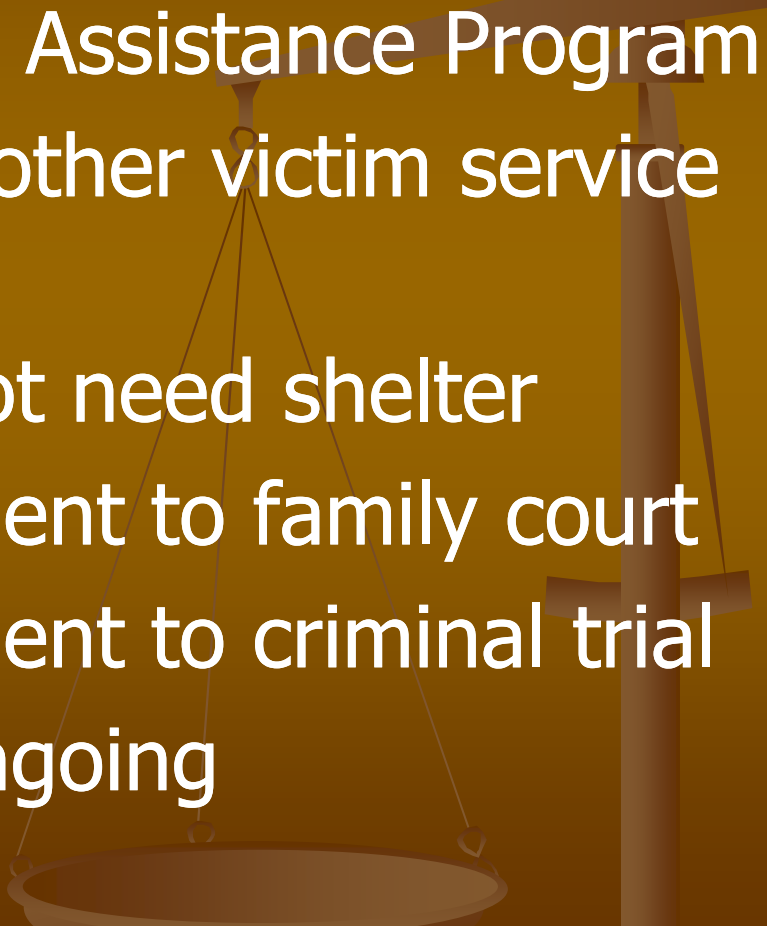
- Repot is filed by patrol
- High-risk assault with bodily injury from strangulation
- Background of control and manipulation, power imbalance, abuser in position of authority
- Follow-up investigation (accused interviewed, photos of injuries, additional witness statements, bail conditions)
- Safety planning and victim moved to shelter)



Why it works works:

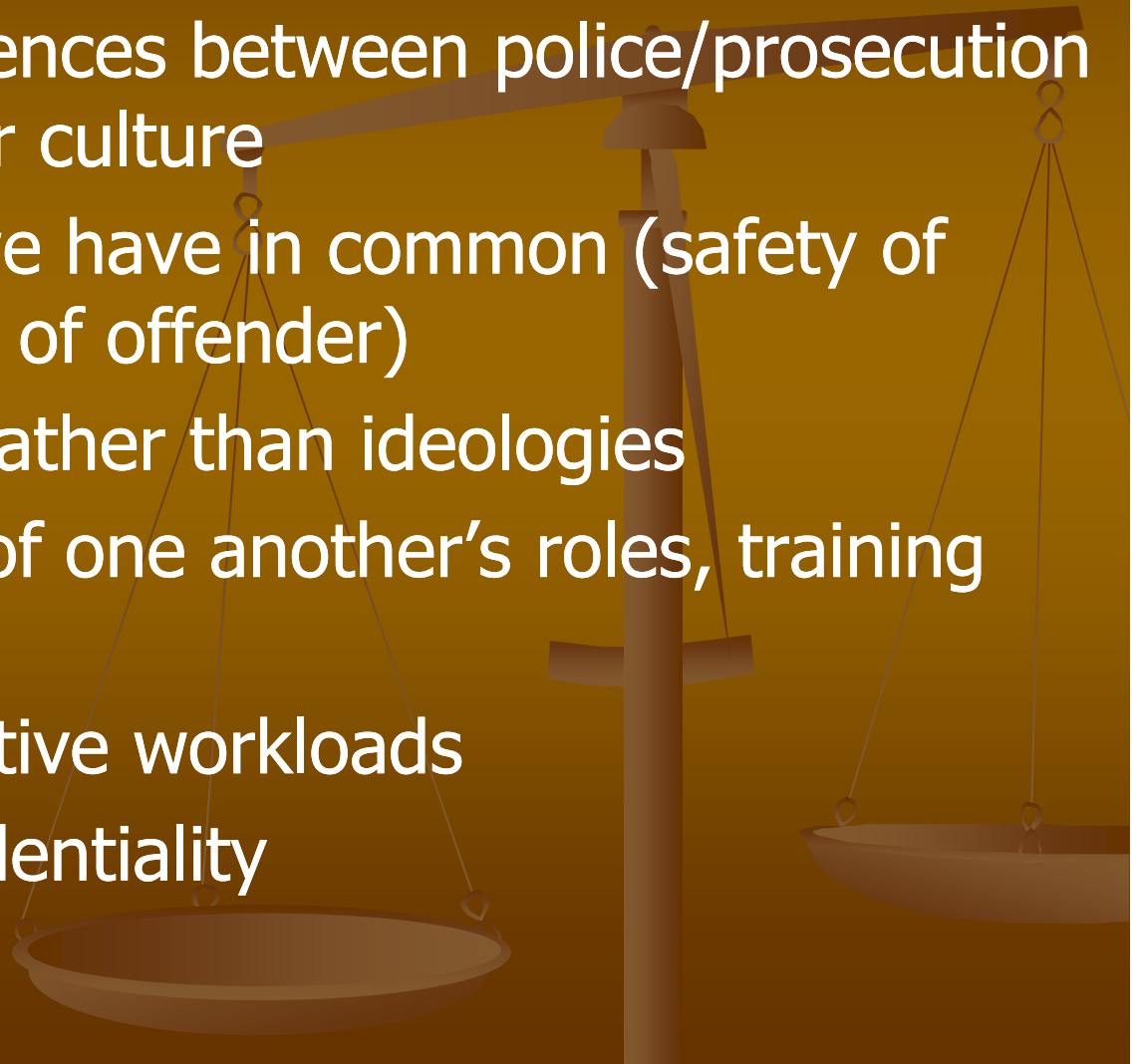
- We re-define success to focus on safety rather than convictions
 - Investigators take ownership of a file whether or not it goes to court
 - Our focus is on building a relationship with the victim, and increasing her safety options.
 - We continue our support regardless of the victim's choices and remain non-judgmental
 - We help strategize solutions to practical barriers
- 

One more thing we can do

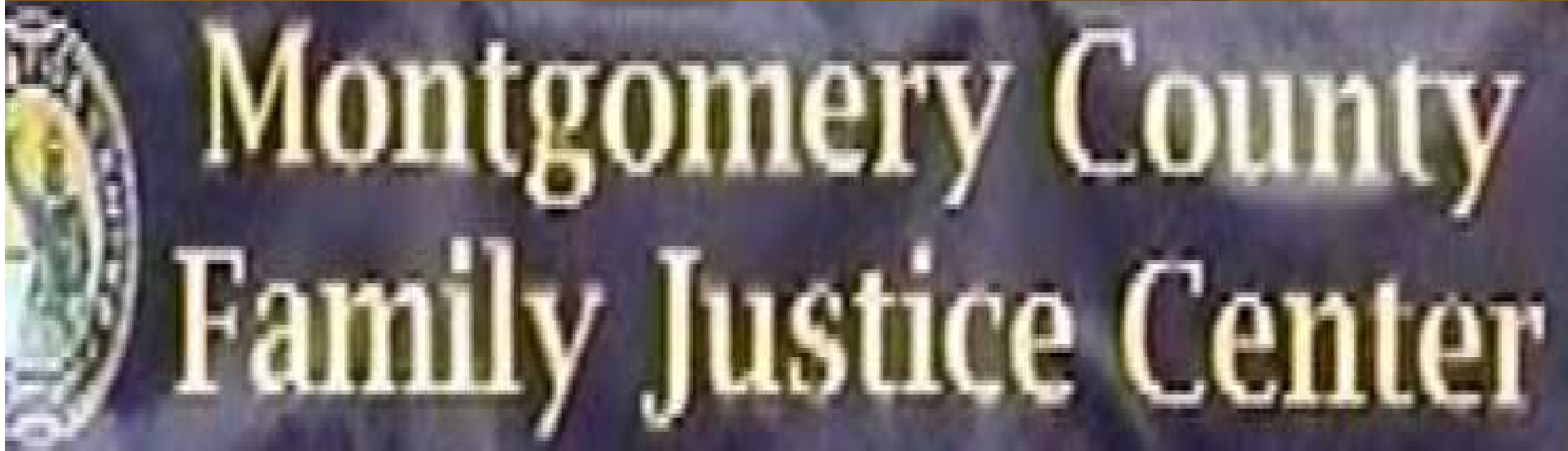
- Crime Victim Assistance Program
 - Referrals to other victim service providers
 - Victim did not need shelter
 - Accompaniment to family court
 - Accompaniment to criminal trial
 - Follow-up ongoing
 - Partnership
- 

PARTNERSHIP

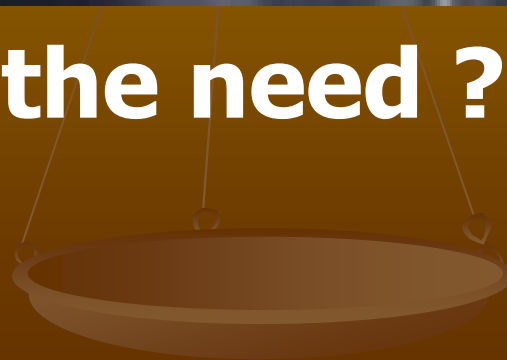
- Partnership is part of the goal
- Understanding differences between police/prosecution culture and counselor culture
- Focus on the goals we have in common (safety of victim, accountability of offender)
- Focus on 'the work' rather than ideologies
- Mutual appreciation of one another's roles, training and perspectives
- Balancing our respective workloads
- Liability versus confidentiality



The Next Step



Why the need ?



Why the need for one Stop Shopping ?

- Child care
- Legal Services
- Language barrier
- Lack of support and practical help
- Lack of information
- Limited protection options
- Fear
- Finances
- Family support
- Exhaustion
- Transportation



**Window of Opportunity
Perceived by Crime Victims**

- It can be a blurrrrrrrrrrrrrrr



Court

It can be a maze

CD Assessment
Psych/Mental Health
Parenting Education
Visitation
Individual/Family Therapy
DV Classes

Court Oversees and Sanctions Plan

Child Placement

Conditions of Release

No Contact Order

Arraignment Hearing

Pre-Trial/Hearing

Trial

Sentencing

Monitoring/Probation

Jail

Arrest Report

Arrest

Non-Arrest Report

No Arrest

Police Investigate

911 Call

Advocacy Program

Landlord/HRA Notified

Warning Given

Seeks Shelter

Eviction Hearing

Custody Awarded

Child Support Established

Final Divorce Hearing

Custody Evaluation

Temporary Custody

Family Court Hearing

Interviews by Evaluator

Custody Awarded

DV Unit Contacted

Child Protection Screening

CP Investigation

Child Welfare Assessment

Child Maltreatment Assessment

Risk Assessment

Law Enforcement Notified

Service Plan

Safety Plan

Risk Assessment

Child Maltreatment Assessment

Law Enforcement Notified

Sheriff Serves Respondent

OFP Granted

OFP Filed

Supervised Exchange/Visitation

Reliefs Granted

CP Case Mgmt

It can be a maze

EPC Hearing

Emergency Placement

Safety Assessment

Civil Court Hearing

OFP Denied

Ex Parte Denied

Ex Parte Granted

Judge Reviews

Files OFP

Seeks Shelter

It can be a maze

EPC Hearing

Emergency Placement

Safety Assessment

Civil Court Hearing

OFP Denied

Ex Parte Denied

Ex Parte Granted

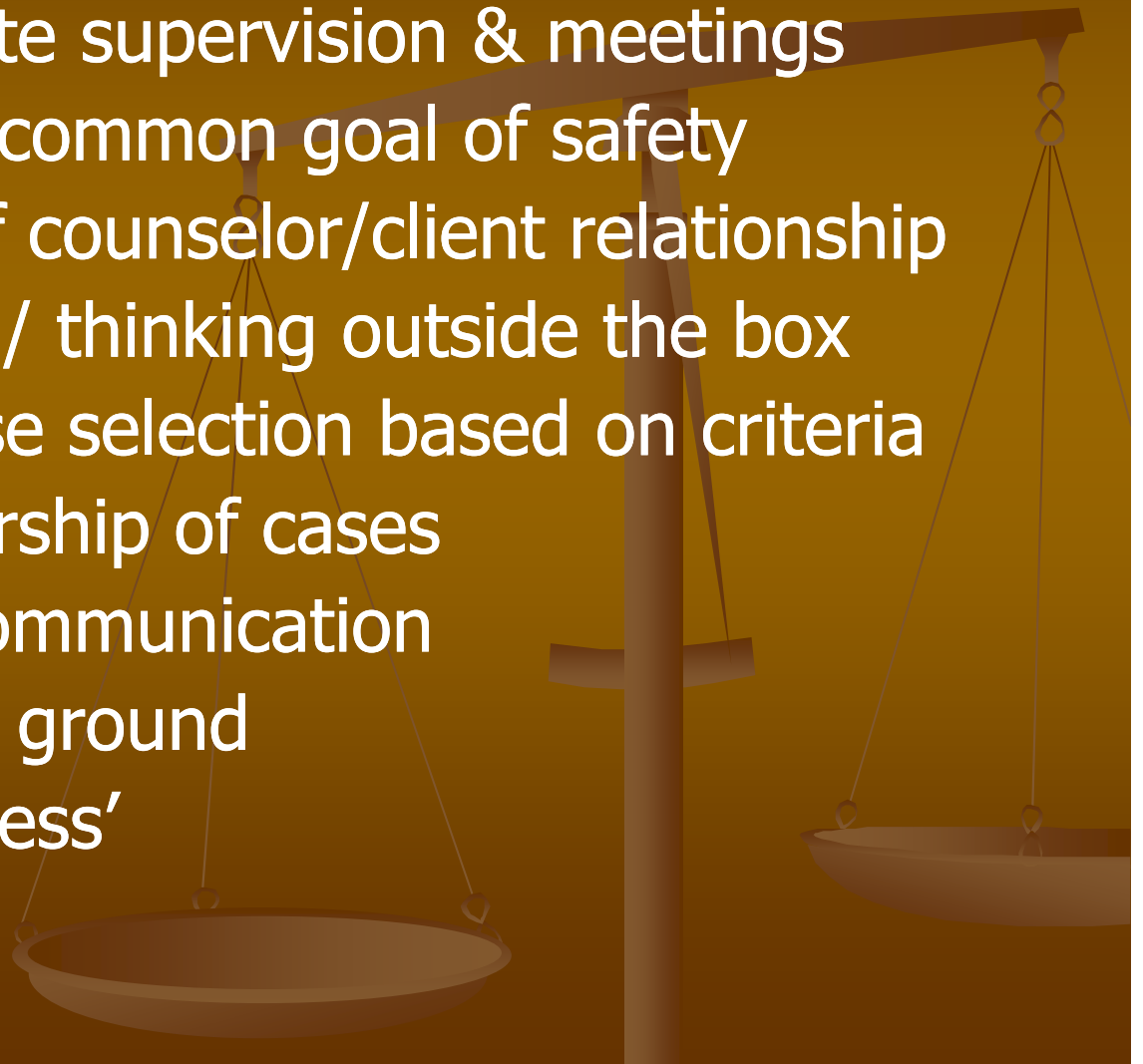
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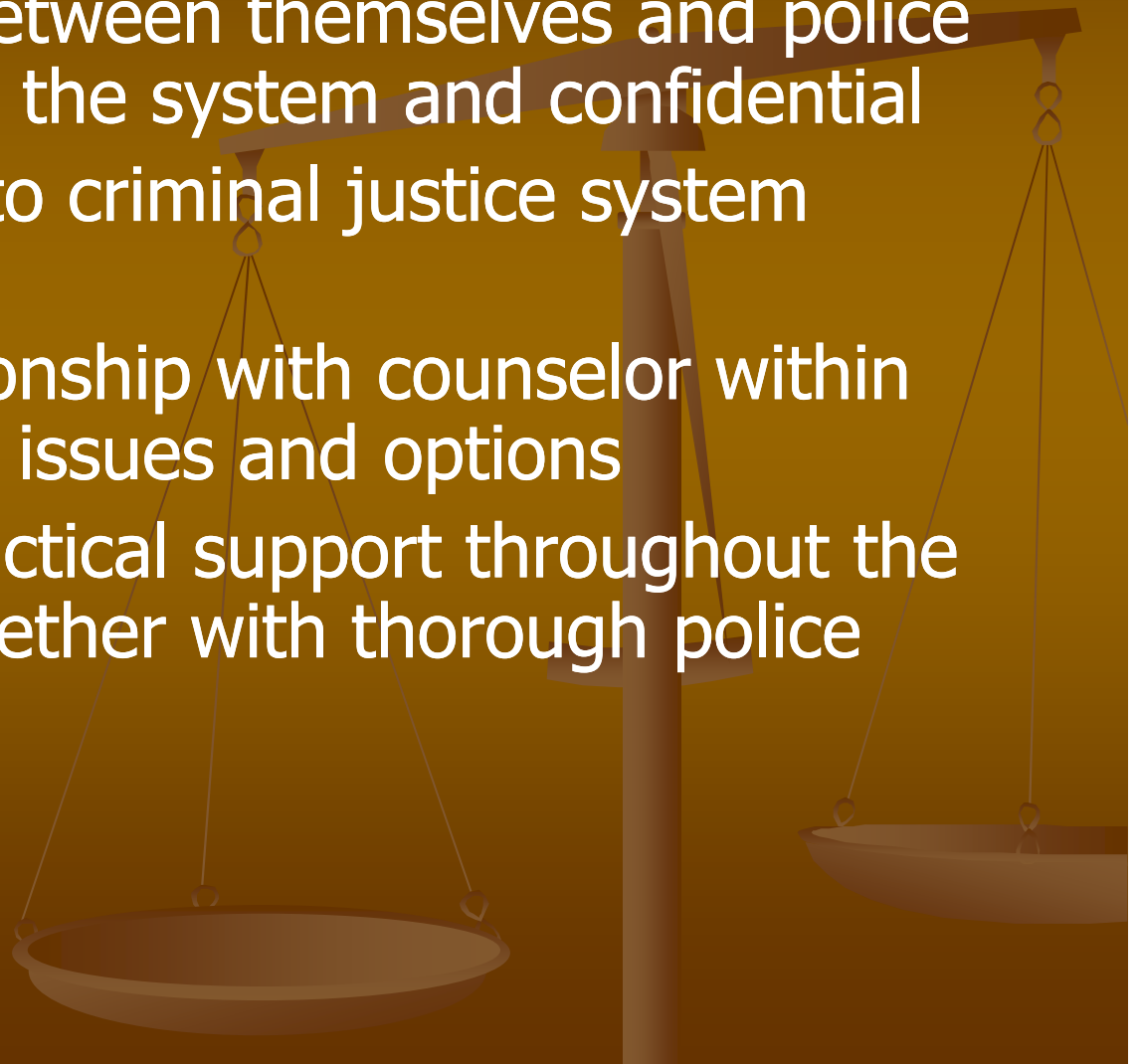
Family Justice Center Partnership

- Partnership on many different levels (agency, team, supervisory)
- Joint and separate supervision & meetings
- Working toward common goal of safety
- Confidentiality of counselor/client relationship
- Creative thinking/ thinking outside the box
- Collaborative case selection based on criteria
- Long-term ownership of cases
- Frustrations & communication
- Finding common ground
- Re-framing 'success'



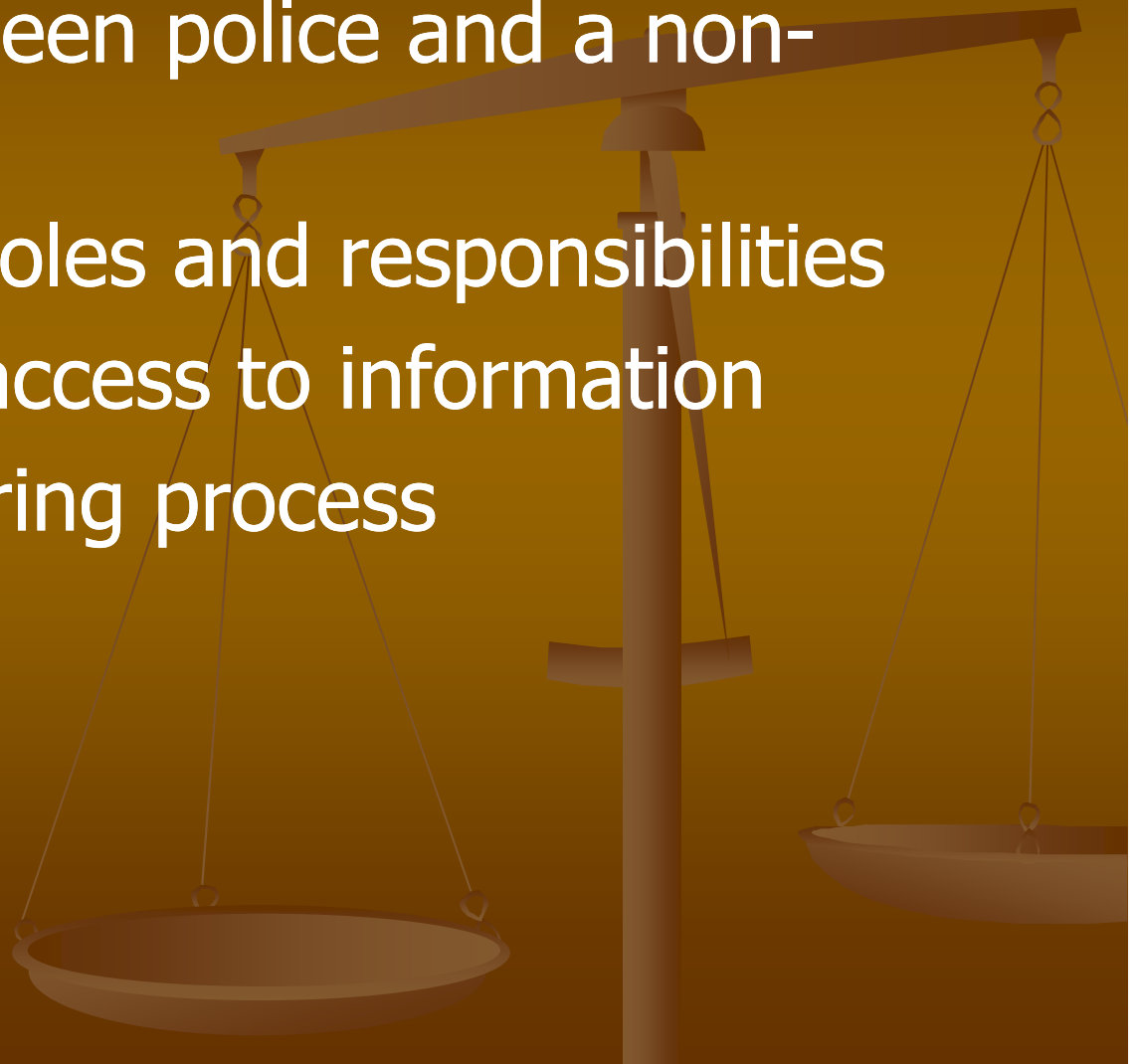
Benefits for victims/clients

- Having a liaison between themselves and police that is both within the system and confidential
- Improved access to criminal justice system information
- Confidential relationship with counselor within the CJS to discuss issues and options
- Emotional and practical support throughout the court process, together with thorough police investigations

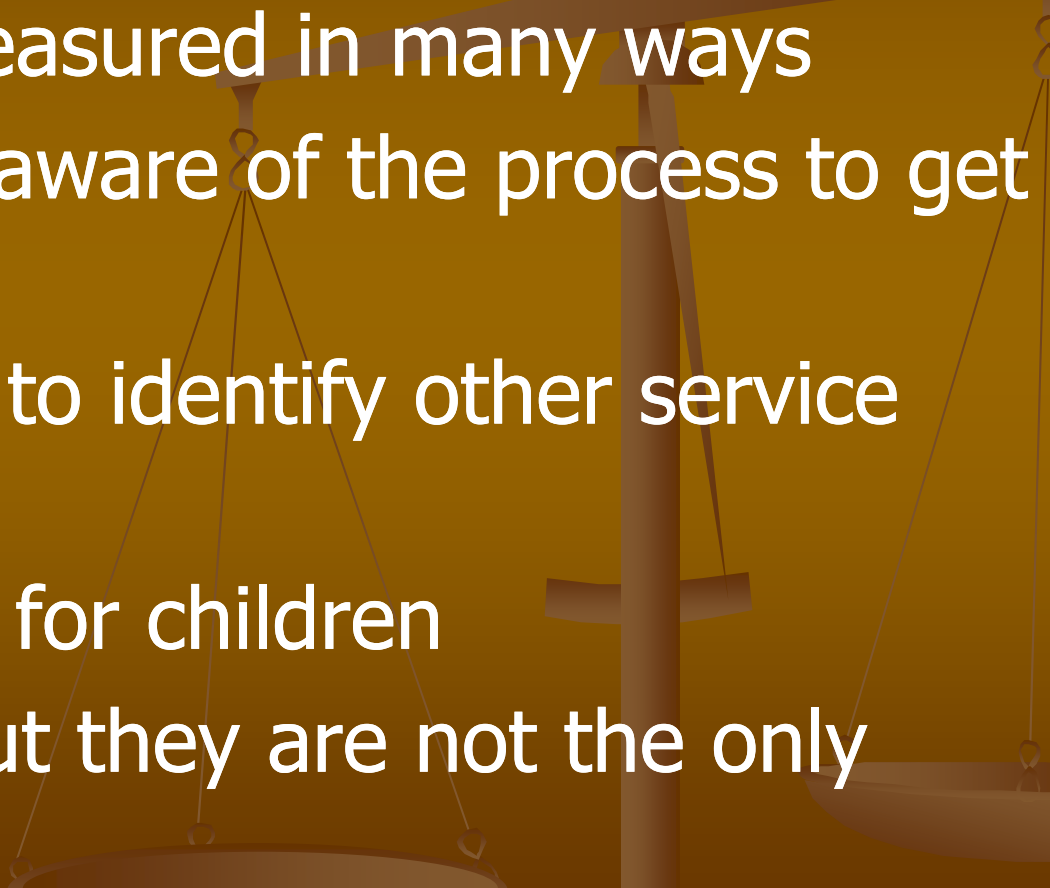


Practical Considerations of Family Justice Center Team

- Partnering between police and a non-profit society
- Clarification of roles and responsibilities
- Clarification of access to information
- Collaborative hiring process



Success can be measured

- Success can be measured in many ways
 - Making the victim aware of the process to get assistance
 - Helping the victim to identify other service providers
 - Breaking the cycle for children
 - Numbers count, but they are not the only measuring stick
- 

Montgomery, Ala DV Murders

Before/after we formed the CCR TEAM.

Domestic Violence

Year	Homicide
1993	11
1994	10
1995	8
1996	10
1997	6

2003 (4)

2004 (0)

2005 (1)

2006 (2)

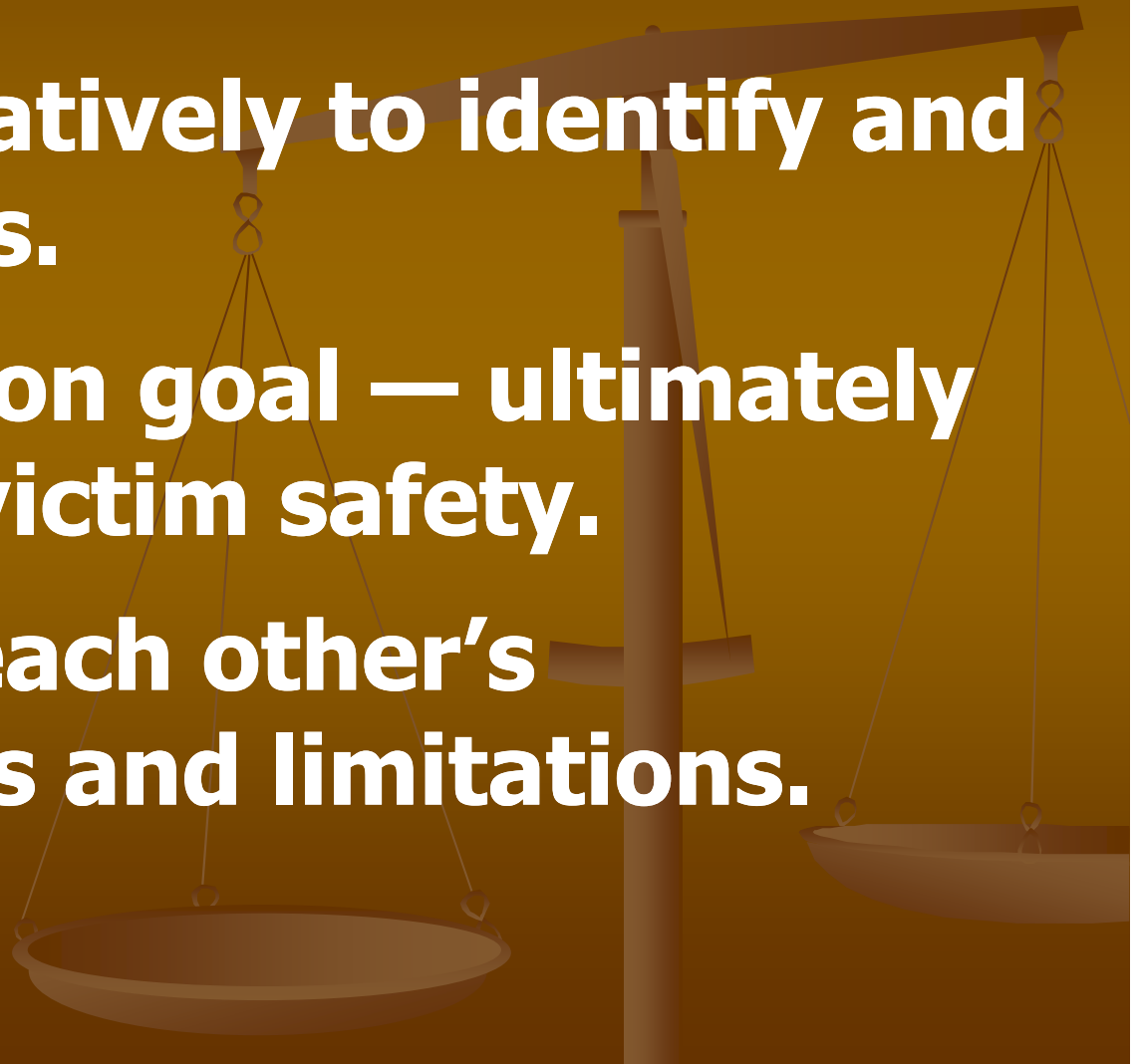
2007 (3)

2008 (2)

Alabama Criminal Information Systems Data

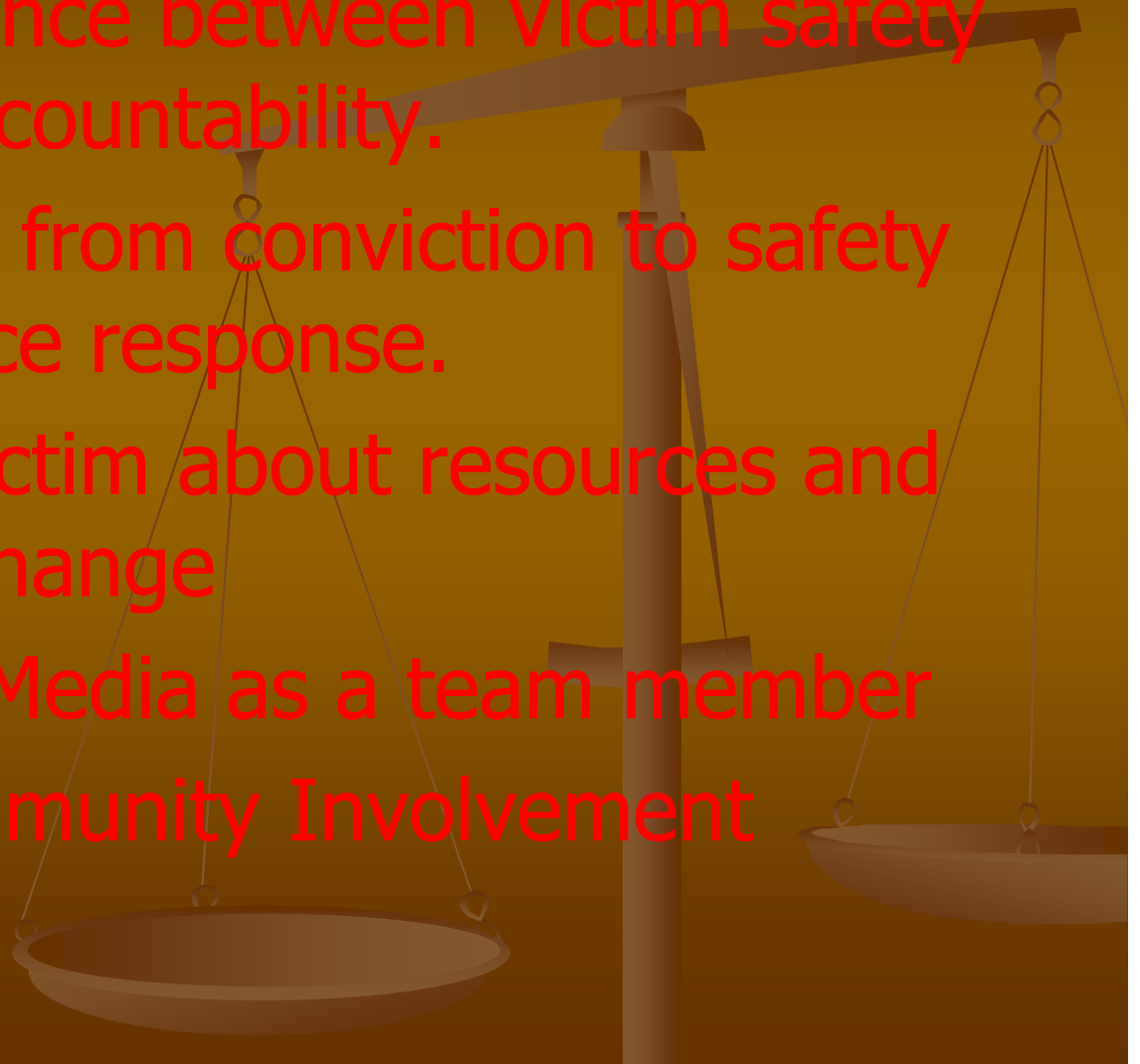
Successful Partnerships .

- ◆ **Work collaboratively to identify and solve problems.**
- ◆ **Share a common goal — ultimately providing for victim safety.**
- ◆ **Are aware of each other's responsibilities and limitations.**



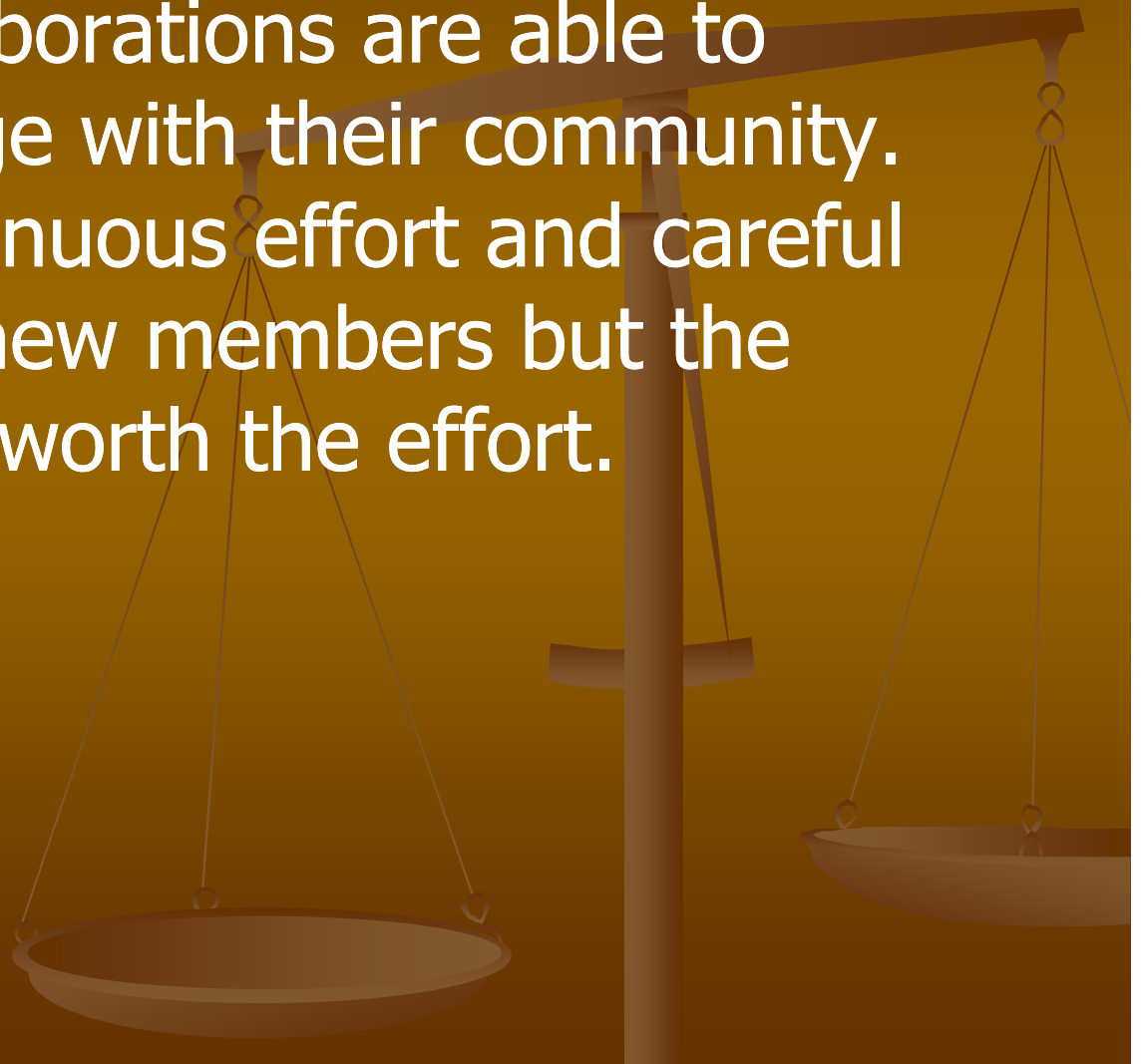
Success by the Team

- Striking the balance between Victim safety and Offender accountability.
- Change of focus from conviction to safety and trust in police response.
- Educating the victim about resources and the process of change
- Developing the Media as a team member
- Stimulating Community Involvement



SIGNS OF SUCEESS :

- Successful collaborations are able to grow and change with their community. It requires continuous effort and careful recruitment of new members but the results are well worth the effort.



■ Alabama's First Family Justice Center



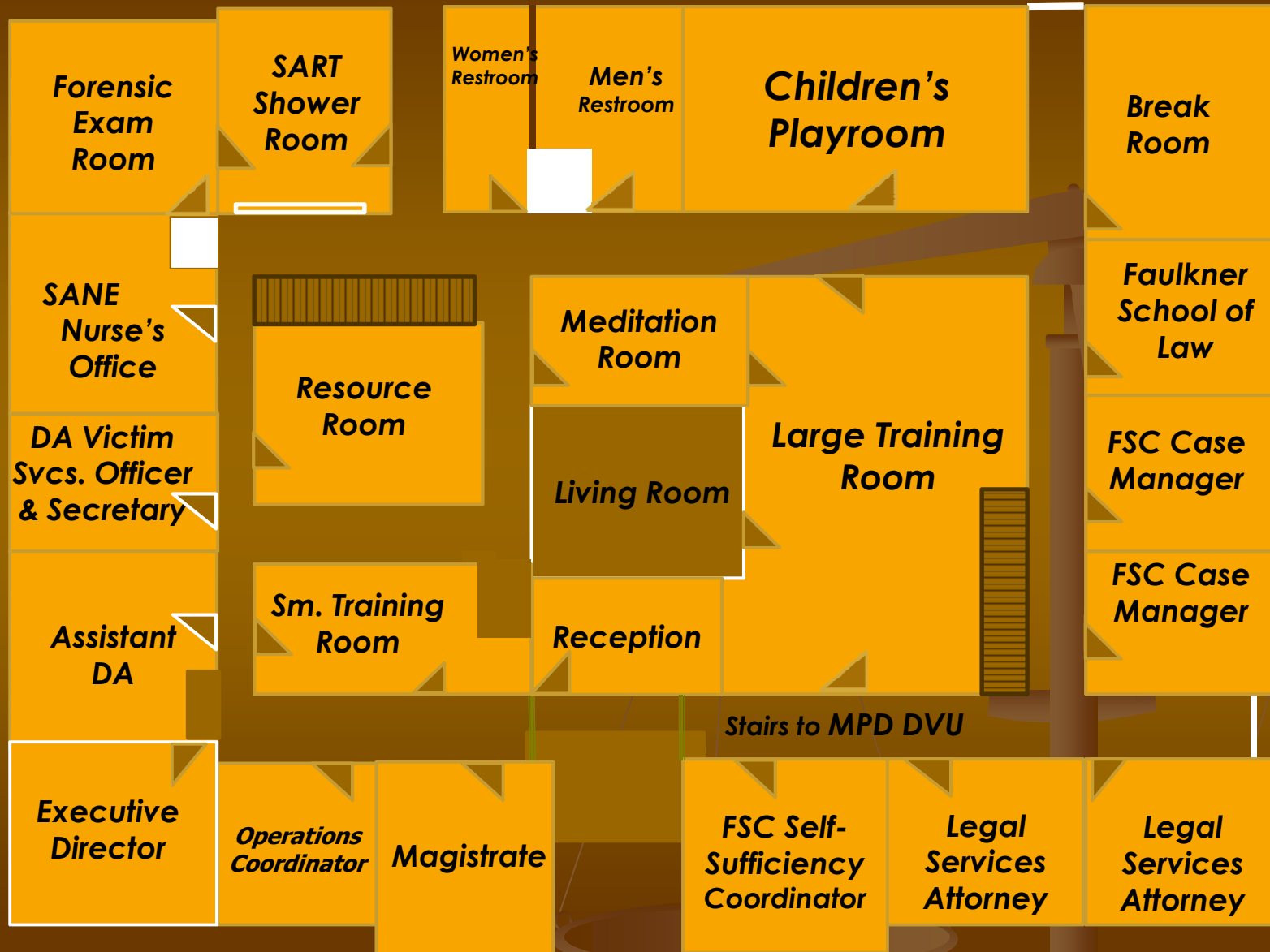
(334)-262-7378

www.oneplacefjc.org

**530 S. Lawrence Street
Montgomery, AL 36104**



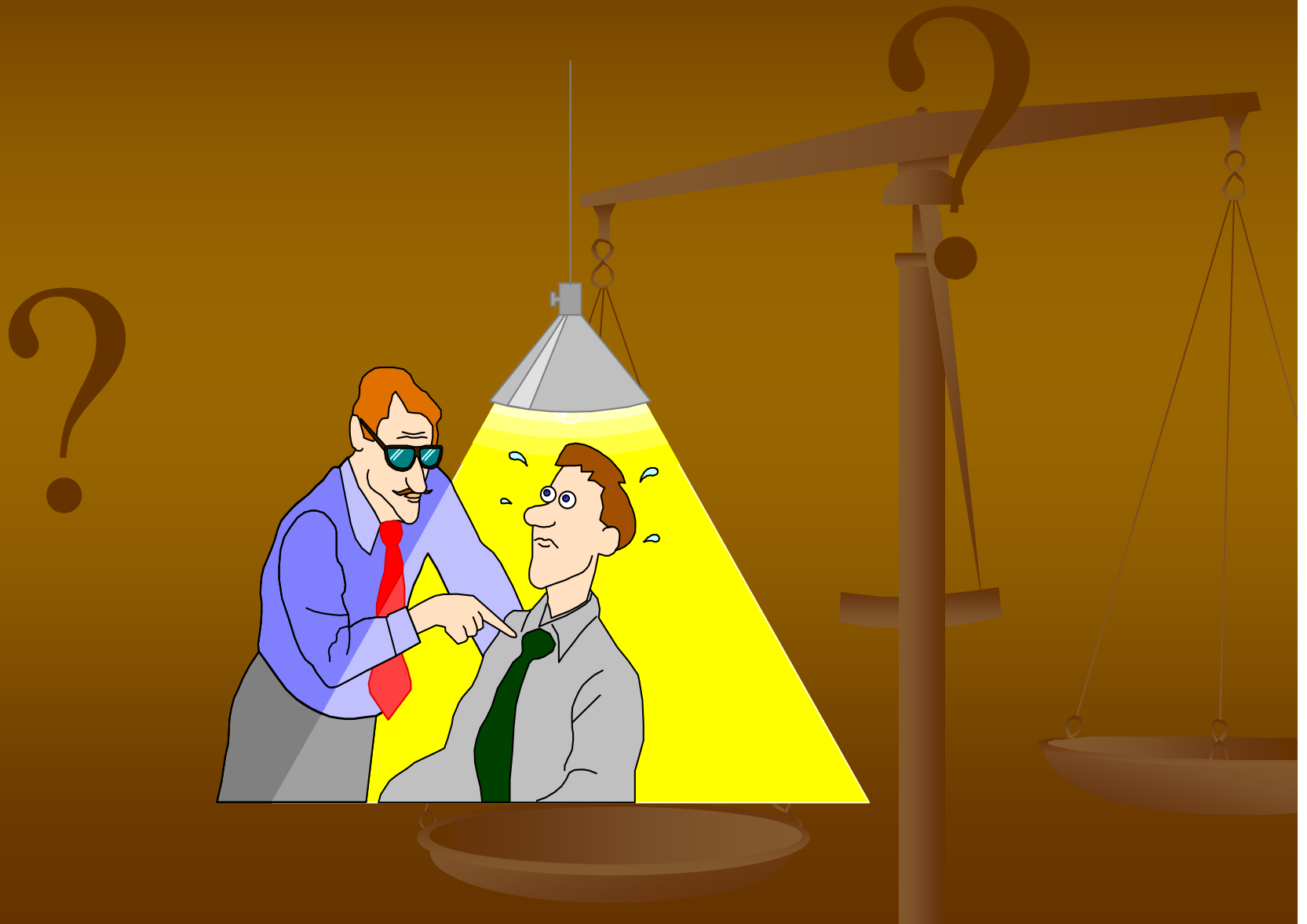
ONE PLACE *Virtual Tour*



Please Remember

- **You are a team member**
- **You are an important part of the process**
- **You are an integral part of the solution**
- **You are a key part of the safety blanket**
- **You are an example for the next generation of victim service providers**
- **We are all stakeholders in change**

QUESTIONS ?



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